

# FARMINGTON POLICE DEPARTMENT

## POLICY AND PROCEDURE



**Policy Number:**  
433-07

**Effective Date:**  
04/26/2017

**Subject:**  
Mentor Program

**Approved by:**

A handwritten signature in black ink, appearing to read "S.D. Hebbe".

**Steven D. Hebbe, Chief of Police**



### PURPOSE:

To establish guidelines and procedures for the implementation and maintenance of a formal mentoring program for all newly hired, sworn and civilian (non-sworn) employees.

### POLICY:

It is the policy of the Farmington Police Department to provide newly hired employees with a mentor to assist them in integrating into the organization through dedicated and structured consultation.

### PROCEDURE:

#### Definitions:

##### **Mentoring:**

A developmental partnership through which a senior employee shares knowledge, insight, skills, guidance, and perspective to foster the professional growth of a lesser experienced or new colleague.

##### **Mentor:**

An experienced, trained employee who provides a new employee with guidance and support, as well as influencing his/her progress and professional development in a positive and constructive manner.

##### **Mentee:**

A newly hired employee who receives assistance, guidance, and support from a mentor who possesses more expertise and influence. A new employee must be receptive and open minded to suggestions and constructive criticism.

##### **Active Mentor:**

A mentor who is currently assigned a mentee.

##### **Mentor Program Coordinator:**

The officer assigned as the Health and Wellness Liaison who is responsible for the facilitation and maintenance of the Mentor Program.

##### **Mentor Program Supervisor:**

A sergeant or corporal who is responsible for the direction and oversight of the program. This sergeant or corporal may be attached to the Training Division; however, this is not a mandated requirement. The Program Supervisor answers to the Professional Standards Lieutenant.

## **Forms:**

### **Mentor Contact Form:**

A standardized form used to document the date, time, and reason for each contact the mentor makes.

### **Task List:**

The Task List is provided to the mentor when they are first assigned to a mentee. This list specifies the required contacts the mentor must make, and includes guidelines about each contact.

### **Required Contacts Check List:**

The Check List is maintained by the Program Coordinator and documents the completion of the required contacts by the Mentor Contact Forms that are turned in.

### **Completion Evaluation:**

The Completion Evaluation is given to the mentee at the end of every phase and is used for assessing the effectiveness of the mentor and the program.

### **Performance Incentive Contract:**

The Incentive Contract outlines the payment amounts and restrictions for each type of mentor. It is signed by the mentor and the Program Supervisor at the start of a mentoring cycle.

## **Mentor Program Goals:**

1. To assist in the successful transition of a new employee into the structure and culture of the Farmington Police Department;
2. To increase the new employee's opportunity for successful development;
3. To increase retention and uniformity within the department;
4. To provide a new employee with the necessary tools, understanding, and skills for successful employment;
5. To create a culture of mentorship within the department at all levels.

## **Mentor Program Administrative Authority:**

Authority over the Mentor Program, including its coordination with the Field Training Program, rests with the Professional Standards Lieutenant.

## **Mentor Program Coordinator:**

The Mentor Program Coordinator is responsible for the maintenance and facilitation of the program. The responsibilities of the Mentor Program Coordinator include:

1. Assisting in the recruitment, selection, and training of mentors;

2. Working with the Mentor Program Supervisor and any officer involved in the hiring process to successfully pair the new employee with a mentor;
3. Scheduling mentor trainings and meetings;
4. Approving and storing all submitted Mentor Contact Forms;
5. Preparing the Task List at the beginning of a mentoring cycle and maintaining the Required Contacts Check List for each active mentor;
6. Ensuring written evaluations are assigned and completed by each mentee at the end of each phase;
7. Maintaining and storing all necessary documentation;
8. Ensuring all active mentors complete the basic requirements of the program.

**Mentor Program Supervisor:**

The Mentor Program Supervisor is responsible for the oversight and direction of the Mentor Program. The responsibilities of the Mentor Program Supervisor include:

1. Assisting in the recruitment, selection, and training of mentors;
2. Working with the Mentor Program Coordinator and any officer involved in the hiring process to successfully pair the new employee with a mentor;
3. Routinely inspecting documentation submitted to and maintained by the Mentor Program Coordinator;
4. Assist the Mentor Program Coordinator in ensuring all Required Contacts Check Lists are up to date.

**Mentor:**

The mentor's role is to help new employees integrate into the department with a positive influence. The mentor, through a highly developed and professional working relationship with the new employee, should share their knowledge and experience to provide guidance to the new employee. In addition, they help facilitate, where possible, the new employee's successful integration into the local community. They should offer counseling, assist in building self-confidence, encourage professional behavior, and act as a role model for the mentee.

**Mentoring Duties (may include, but are not limited to):**

1. Calling the new employee prior to the start of their first day to introduce themselves and prepare them for their first day of work;

2. Meeting with the new employee within the first couple days of their hire date to welcome them to the department and give them a tour of the building. The tour should include introductions to available personnel;
3. If applicable, conduct a ride-a-long with the mentee within the first two weeks of their starting date;
4. At a minimum conduct bi-weekly contacts with the new employee until they begin the field training program. If applicable, the mentor will make monthly visits to the police academy;
5. If applicable, the mentor will attend all Field Training Officer meetings and act as a resource for the Field Training Officer. The mentor will not evaluate, undermine, or interfere with the field training process;
6. If applicable, conduct one contact with the mentee during each phase of the field training process;
7. Conduct bi-monthly contacts with the mentee during the first three months of the probation period;
8. For new civilian employees the mentor will contact the mentee bi-weekly for a period of twenty six weeks;
9. Complete a Mentor Contact Form for each contact and submit it to the Mentor Program Coordinator within one week of the interaction.

#### **Mentor Selection Process:**

Twice a year a mentor assessment will be conducted. The Mentor Program Coordinator will announce the upcoming assessment to all Farmington Police Department employees through PowerDMS. Employees interested in becoming mentors will submit a memorandum to the Mentor Program Coordinator, outlining their desire to be involved in the program. The assessment will consist of an oral board, a review of employee's work history, and a review of comments submitted by anyone who has supervised the officer in the past three years. The panel conducting the assessment will consist of the Mentor Program Coordinator, the Mentor Program Supervisor, and at least one other department employee. The selection requires a majority vote from the panel and the results are submitted to the Professional Standards Lieutenant for confirmation. The Chief of Police reserves the right to approve or disapprove the selection of any mentor.

After the completion of the assessment, successful applicants will be required to attend a 10 hour course to certify them as mentors. Once the employee is certified as a mentor, they will be kept in reserve until an appropriate match with a new employee is found. Just because an employee is certified does not guarantee they will be used as a mentor. Mentors will be assigned to a mentee based on the individual needs of the new employee and what is best for their overall development. Current FTOs are encouraged to become mentors, but under no circumstance will a mentor act as FTO for the new employee they are mentoring. A mentor may be assigned more than one mentee at a time; however, they will not be assigned two mentees from the same starting cycle. The Professional Standards Lieutenant and the Mentor Program Supervisor may remove a mentor from the program at their discretion. When a mentor is removed from the program a written memorandum will be entered into the employee's working file stating the reason why they have been removed.

#### **Qualification:**

Qualifications to become a mentor may include, but are not limited to:

1. Demonstrate an acceptable knowledge of the department's policies and procedures;
2. Display a positive understanding of the culture and values of the department;
3. Successful completion of their probationary period (sworn personnel and community service officers) or first year of employment (non-sworn personnel);
4. Display strong communication skills and a good work ethic;
5. Do not have a record of excessive sick leave or excessive disciplinary actions within a year prior to the submission of the employee's interest memorandum.

### **Compensation:**

It is important that mentors are compensated fairly for the time and effort they put into the program. Due to the odd times and durations this program requires, mentors will not submit overtime requests for any time they spent fulfilling their duties as a mentor. However, active mentors will shift adjust any time they use off duty to complete the mandatory required contacts. At the completion of the mentoring cycle, mentors will receive a lump sum performance incentive. Successful completion is determined by the Mentor Program Check List. If a mentor failed to meet all of the mandatory requirements, they will receive a prorated incentive based on the total amount of minimum required contacts rounded up to the nearest 5%. Mentors who fail to complete at least 40% of the mandatory requirements will not receive payment. If the mentor is removed from the program before the completion of the cycle then they will receive a prorated payment unless the total of mandated requirements completed is less than 20%. If the mentee separates from the Farmington Police Department before the completion of the mentor cycle then the mentor will receive a prorated incentive based on the total amount of required contacts completed. Prior to the start of mentoring a new employee, the active mentor will be required to agree to and sign the Mentor Program Performance Incentive Contract. At the end of the mentoring cycle, the Mentor Program Supervisor will calculate the total amount of completed mandatory requirements from the Check List to determine the total incentive the mentor will receive. The Mentor Program Supervisor will then send the results to the Professional Standards Lieutenant in memorandum form. Once it is approved it will be sent to the Human Resources department for payment distribution.

Performance incentives for each group are as follows:

1. Mentors of new officers will receive \$1,900.00 upon completion of a 54 week mentoring cycle;
2. Mentors of lateral officers will receive \$1,100.00 upon completion of a 28 week mentoring cycle;
3. Mentors of CSOs will receive \$1,200.00 upon completion of a 32 week mentoring cycle;
4. Mentors of animal control officers and code compliance officers will receive \$1,000.00 for the completion of a 27 week mentoring cycle;
5. Mentors of civilian employees will receive \$1,000.00 for the completion of a 27 week mentoring cycle.

### **Documentation:**

Each required interaction will be documented on the Mentor Contact Form and will include information about the reason for the contact, the time and date of the contact, the duration of the contact, the method of the contact, and general topics discussed. Examples of the topics discussed would be academy preparation, FTO preparation, study sessions, routine checkups, etc. The Mentor Contact Form can be submitted to the Mentor Program Coordinator by either hardcopy or email. The Mentor Program Coordinator will maintain a Required Contacts Check List form for each employee that is assigned a mentor. The coordinator will be responsible for updating the Required Contacts Check List every two weeks and does this from the Mentor Contact Forms that are turned in by the mentors. Another form of documentation is evaluations. Evaluations are an important tool in the success of the program and will be used to measure the effectiveness of each mentor. The mentee will be required to fill out evaluation forms at the end of each phase (pre-academy, academy, post academy, FTO, and probation for officers and CSOs; or every three months for civilian employees). The evaluations will be useful in deciding if changes to the program need to be made. All documentation is saved and maintained by the Mentor Program Coordinator.

### **Fraternization:**

While it is evident that a close professional relationship between the mentor and the mentee is crucial for success of the program and social engagement can be a useful tool for the mentor, the boundary must be clearly set to avoid any issues from forming. Due to the possible issues mentors will not be paired with a new employee of the opposite sex. Since mentors are role models within the Farmington Police Department, they will refrain from engaging in any intimate or sexual relationships with any probationary employee. This includes both sworn and non-sworn employees, and applies to inactive mentors as well. See policy 422-08 Sexual Misconduct for further.

### **Confidentiality:**

Due to the nature of the Mentor Program, it is imperative that confidentiality be maintained. Any information disclosed must be restricted to those who have a vested interest in the program. Information obtained by a mentor regarding the new employee's job performance shall be restricted to those directly involved in the training process (e.g., FTOs, supervisors, command staff, etc.). Personal information acquired by the mentor shall stay confidential and only be released to the proper personnel if it possibly affects the department. Any information obtained that could adversely affect the department, such as illegal activity or integrity issues, will be immediately reported to the Mentor Program Supervisor.